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Ontario

Office of the Employer Adviser

Annual Report

2008-2009

Annual Report
2008 - 2009

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A Message from the Director

I am pleased to submit this report on the OEA's activities for 2008 - 2009.

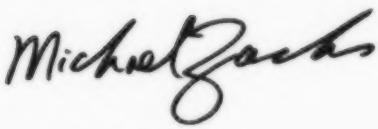
This year saw an increasing employer concern with the workplace safety and insurance system. Legislative change affecting independent contractors in the construction sector, new re-employment and return to work rules for construction employers, and the changes in the WSIB's service delivery system created extra pressures on our service delivery. Our staff took on these challenges with professionalism and commitment, while continuing to provide advice and representation that is second to none.

We made significant progress in redesigning our website, and began to get a clearer sense of its importance to our clients. We will continue to improve its usefulness, and look for new ways to use technology to provide needed services to employers while continuing to provide professional, competent and personalized advice services.

Representation remains a highly valued OEA service. Our employer specialists are among the most knowledgeable, experienced, and competent workers' compensation representatives in the province. Employers greatly appreciate this service with almost 89% of employers indicating they were satisfied with their OEA representative and 92.5% saying they would recommend us to others. Although we are proud of these statistics, we strive to do better.

The OEA continued to support employer associations with policy advice and information, as they dealt with issues as diverse as experience rating, new WSIB service delivery, the restructuring of the safe work associations, and mandatory coverage in the construction sector.

Of course, this could not have occurred without the dedication and professionalism of the staff of the OEA. It remains a pleasure and a privilege to work with them.



Michael Zacks
Acting Director

Part 1 OEA Mandate

The mandate of the Office of the Employer Adviser is established by Section 176(2) of the Workplace Safety and Insurance Act, 1997 ("the WSIA"),

... to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

Our vision and mission flow from this legislative mandate:

OEA VISION

An Ontario in which small and medium-sized businesses operate safe, fair and high-performing workplaces that contribute to a vibrant, competitive economy.

OEA MISSION

The OEA's mission is to be the premier organization for providing representation, advice and education to Ontario employers regarding workplace safety and insurance matters.

Part 2 Overview of Programs and Activities

Advice Services

Workplace safety and insurance remains one of the critical responsibilities of Ontario employers. The Advice services provided by the OEA are important in helping employers meet their obligations in a timely and cost effective manner. The ability to quickly and easily access information allows employers to avoid errors and builds their self-reliance before frustration with the system can set in. Thorough advice means the employer is better able to understand and navigate a complex system, better safeguard the workplace and their workers, obtain better business outcomes, and avoid appeals.

Although our mandate is to primarily serve employers with fewer than 100 workers, the OEA Advice Centre personnel provide just-in-time counsel to all Ontario employers who contact us, so they can make good business decisions, and avoid costly mistakes and unnecessary penalties. We charge no fee for our service, which is advantageous for smaller companies, since they can access free independent, strategic advice whenever they require it.

The OEA Advice Centre is staffed by four Intake Advisers located in our Toronto head office, who take calls from Ontario employers about their workplace safety insurance concerns. We also accept e-mail enquiries, so that employers can contact us outside business hours; these often result in a return phone call from an Intake Adviser to discuss the matter in greater depth with the employer.

The circumstances of each call are different and our trained staff provides advice that is detailed, thorough and tailored to the business realities of each client. A session of telephone advice may last five minutes, or an hour or more, depending on the complexity of the problem(s) confronting the employer. Because of our emphasis on answering calls live, employers especially appreciate the expert, prompt answers to

their questions, questions which include how to report or manage a claim for an injured worker, how to return the injured worker to the job, options, if any, for dealing with a large or unexpected premium increase, etc.

Client satisfaction with services provided by the Advice Centre, as measured through random telephone surveys, is 95%; clients recommending the services of the OEA to other employers is higher, at 97% and is even more indicative of the help they received. We have re-established our historically high level of client satisfaction, after a temporary dip last year. It remains a challenge for our staff to educate employers to ensure than dissatisfaction with a WSIB/WSIAT decision is not inappropriately registered as dissatisfaction with our services representing them.

We continue to deal with employer enquiries as quickly as possible. During this reporting period 71% of all incoming calls went directly to an adviser with the remainder responded to within one business day. Employers are very pleased to get this immediate access to expert advice, since it saves them time and ensures that matters are addressed – and resolved – according to their schedule, not ours.

Employers can also choose to call their local OEA Employer Specialist for advice. The OEA has fifteen Employer Specialists located in communities throughout Ontario. Many employers have come to know their local specialist through referrals from the Workplace Safety and Insurance Board (WSIB), the Workplace Safety and Insurance Appeals Tribunal (WSIAT), health and safety associations, community and business groups, or existing and former OEA clients. In addition, Employer Specialists routinely speak, by invitation, at their local Chambers of Commerce and other community groups. Regional contact and increasing local presence continues to be an outreach priority for the OEA.

Fiscal 2008-09 saw the instances of advice provided to Ontario employers by our Advice Centre advisers decrease by 7.7% year over year, despite the considerable resources invested in heightening awareness in the employer community about our

services. Further analysis of this drop, however, reveals that we are undergoing a change in how employers are accessing our services. .

It appears that we finally are seeing the results of technology pick-up – i.e. many employers who would previously have called our Advice Centre are now finding answers to their questions on our website. Although we don't have the capability on our current website to completely analyze and evaluate this change in advice-provision, we know that website hits and usage are significantly elevated. In addition, we can validate this technology pick-up in a few ways:

- web-advices (i.e. email queries sent to the Advice Centre from users of the website) have increased by 68% (165 versus 98) over last year;
- Intake Advisers report that 'simple' queries about such things as registration and accident reporting, which comprised a significant portion of Centre traffic historically, have decreased. Most calls now require more intensive problem solving, unique to the employer.
- referrals to Employer Specialists to deal with issues on a more intensive, individualized basis, are up as a percentage of Advice Centre calls, verifying the drop off in 'simple' advice calls to the Centre.

We are in the process of designing a new website, scheduled for implementation by the beginning of the third quarter of fiscal 2009-10. One of the design specifications for this new site is to have embedded tools to measure site usage, allowing us to evaluate this shift in service delivery and to report on it.

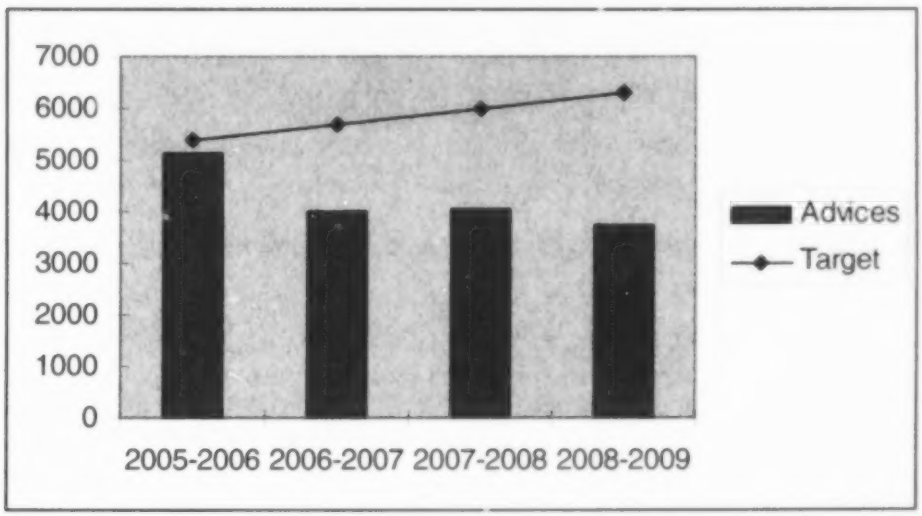
We are continuing to have our system partners include references to our services and toll free number in their letters and publications (e.g. the WSIB form letters routinely direct employers needing assistance to the OEA); and the Ontario Business Connects (OBC) program remains an important vehicle for the widespread distribution of our Employer Guides.

As noted in previous reports, a small employer typically 'needs' our services only once every eight years or so; our client-base is in constant need of renewal and expansion. This has been the focus of our outreach plans over the last six months and will continue to drive our efforts. Each outreach channel and effort is being evaluated for cost, reach and effectiveness and we are gradually honing a comprehensive, province-wide engagement program.

We continue to provide informational sessions to stakeholder groups about the Board's Early and Safe Return to Work, Re-employment Obligations in the Construction sector and the new service delivery model. Additional detail about these efforts is contained in the "Value to Clients' section of this Report.

Figure 1

Instances of Advice ('Advices') to Employers

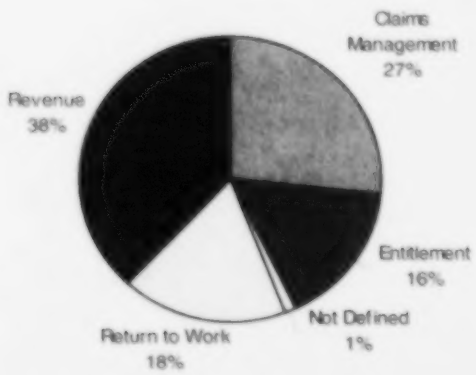


Analysis of the subject of the advice being provided shows that more inquiries were about Revenue issues than anything else; at 38% this is the same as in the last reporting period. As with our other reporting periods, the second most important focus of concern was Claims Management. Return to Work and Entitlement remain fairly evenly split in third and fourth

place, with regard to frequency of inquiry, although the order is reversed from last year. This reflects the focus on Return to Work created by the new policies being implemented by the Board. Figure 2, overall, continues to demonstrate employers' concerns about the premiums they are being charged to fund the system – including issues such as the rate group where they have been classified, the Board's remittance practices, independent operator status, etc. - and the widespread lack of knowledge in the employer community about their obligations under the WSIA.

Figure 2

Advice Issues 2008-2009



As noted, our clients are generally satisfied with the services provided by the OEA, and we feel that part of that satisfaction relates to the high percentage of Advice calls that are taken 'live' – i.e. getting an Intake Adviser on the line directly, rather than going into voicemail and waiting for a return phone call at a time that may not be as convenient for the inquiring employer, or when the problem has resolved itself (either positively or negatively). Our live answer rate was 71% for 2008-09, meeting our 70% target for the year.

We have persevered with our web-based education strategy, and as noted above, we can now report that we are seeing some success. The number of web advices provided

in 2008-09 was 165, which reflects an increase for this service delivery vehicle of 68% over last year. We anticipate being able to report significantly more success after we implement our new website, with a more user-friendly interface and greater ease of use. Overall we experienced a 77% increase in advices to employers who reported being referred to us by a website – ours or a stakeholder website where we have links to *employeradviser.ca*.

Representation Services

In this program, we primarily represent employers with fewer than 100 employees, in disputes arising under the WSIA, at both the WSIB and at the WSIAT (see Figure 5, page 16). At the operating level of the WSIB, representation services involve negotiation, which is provided by an Intake Adviser or by an Employer Specialist, by means of telephone calls or correspondence. At the two appeal levels (WSIB Appeals Branch and WSIAT), as well as in return-to-work negotiations, Employer Specialists provide the representation services. At this level, representation involves a range of activities, from negotiation to appearing at mediations or hearings with the employer and conducting the case on their behalf.

Through all of our representation services, we play an important role in reducing conflict in the Workplace Safety and Insurance (WSI) system. OEA Intake Advisers and Employer Specialists maintain good working relationships with staff at the WSIB operating levels, and contact them early in a new case to discuss resolution options. We have encountered a significant learning curve with the new WSIB service delivery model. Historically our Employer Specialists have had close working relationships with the WSIB staff regarding their different client files; however, now there are multiple touch points with regard to each client's injured worker, and often a completely different set of staff contacts if the client has a second injured worker and this makes it much more difficult to maintain continuity and efficiency, from the client point of view. We continue to work with WSIB staff, however, to ensure that employers have high quality

representation within the system, and to have WSIB staff refer unrepresented employers to us, when appropriate. Our involvement in Return to Work negotiations ensures an equal footing for both parties, and supports a solution that returns employees to the job in a timely, cost-effective manner, removing some strain from the WSI system. Similarly, our staff work closely with the WSIB Collections Branch, to facilitate the payment of premiums that are due and to ensure that the employers' business needs are taken into account when payment options are being considered.

Negotiations/mediations are of benefit to employers because they often offer a faster, more efficient resolution mechanism. [Note that under the new WSIB service delivery model, 'negotiations' have essentially replaced 'mediations'.] An appeal is usually the second-choice dispute resolution alternative, as employers generally prefer to spend their time and energy on activities contributing more directly to their bottom line. In response to this employer bias, the OEA promotes the early resolution of disputes. Our achievement in this endeavour is reflected in Performance Measure A1 (see Appendix A), which shows that in 2008-09 we resolved 66% of disputes without a hearing, a slight decrease from last fiscal year (68%) and less than our target of 70%. Given that the OEA largely has no direct control over whether an employer and/or worker agrees to a negotiated settlement, it is clear that we are still participating in a significant number of situations where resolution is achieved outside the appeal process and thereby contributing to a lessening of the conflict inherent in the WSI system.

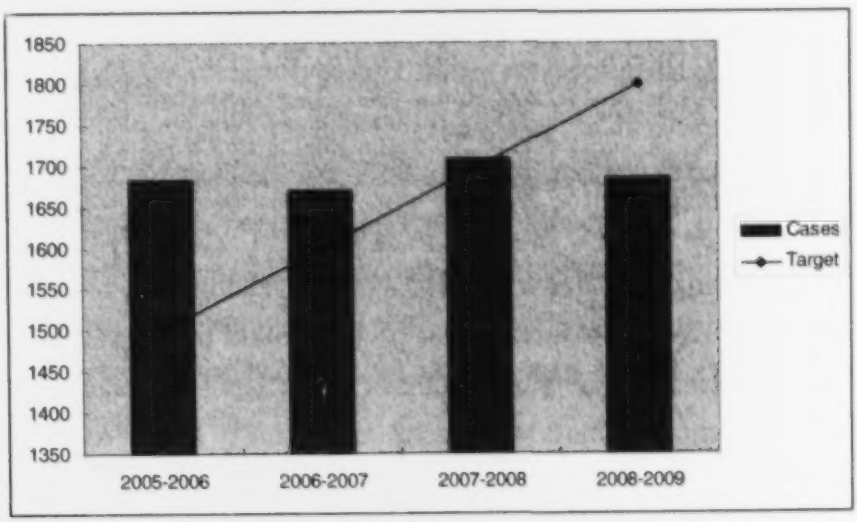
While these efforts often successfully conclude cases at the operating level of the WSIB, some cases do proceed to appeal. Also, some employers do not learn about our agency until their case has progressed to the appeal stage. Of the 1,686 cases worked on in 2008-09, Employer Specialists represented employers in 270 cases that involved appeals – i.e. virtually identical to last year's numbers of 1,708 and 282 respectively. In either instance, whether cases proceed to appeal or not, we employ the same strategies to resolve matters as early as possible. The strategies include negotiating with the worker's representative and participating in negotiations and/or hearings on behalf of employers. In a system where 95% of appeals are worker-driven, OEA involvement

improves balance in the system, since the employer's perspective and needs are being represented.

With regard to client satisfaction, 88.7% of employers surveyed indicated that they were satisfied with their OEA representative; 92.5% said that they would recommend our services to others. The satisfaction measurement itself is often tainted by whether the employer won or lost their appeal, often finding it difficult to separate the decision from their representation. We feel that the 'recommendation' measure is truly more reflective of their overall satisfaction with the services provided by our Employer Specialists.

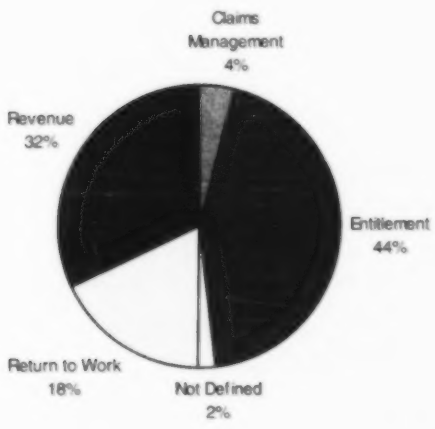
Figure 3

Cases Worked On



In comparison with the data for instances of advice, analysis of the representation issues shows Entitlement to be the number one concern, not Revenue. Revenue issues are second and Return to Work is also very significant, in third place, with Claims Management being the issue for only about 4% of employers. This data remains essentially identical to last year's breakdown, although there has been significant outreach by the OEA regarding the new Early and Safe Return to Work policies, implemented in the second quarter, 2008-09.

Figure 4
Case Issues 2008-2009



Education of Employers

On average, a small employer has a workplace injury occur once every eight years. At the time of the injury, the employer's need for information about claims management and return to work is acute. However, at other times, most small business owners are actively focused on running their businesses, so learning about WSIB policies and procedures is not a priority. These same employers rarely have free time themselves, or have staff readily available, to attend workplace insurance seminars or information sessions.

Accordingly, the OEA's educational strategy has evolved from one based on having employers attend intensive adult-education workshops, to a multi-channel approach which makes information available to employers in a format that is timely, relevant and accessible. Our education strategy in recent years has included educating employers during our casework, and posting useful information and tools on our website, while

continuing to assist stakeholders – interest groups/employer advocacy organizations, stakeholder employer associations, etc. - with their education initiatives where appropriate. In 2008-09, the OEA continued to meet a need in the employer community for additional information about the Board's Early and Safe Return to Work (ESRTW) policies and how the changes impact them; this was accomplished in cooperation with the Employers Advocacy Council (EAC), presentations at various Industrial Accident Prevention Association (IAPA) shows and in conjunction with various other stakeholder groups, including Safety Associations, trade associations, etc.. More than 36 presentations were made to different interest groups about WSIB policies, policy changes and the new service delivery model, and their impact on Ontario employers. The presentations were well received by the more than 725 employers in attendance at these sessions. We will continue to accept invitations to develop and maintain this educational channel.

One of the goals of our casework is to build self-reliance for employers within the WSI system, by making sure that they understand their rights and obligations under the Workplace Safety and Insurance Act. This includes teaching employers how to improve their claims management and "return-to-work" procedures, and how the WSIB's experience rating system works, so that employers will be more independent and self-reliant in the future. Performance Measure A2 (see Appendix A) shows the proportion of OEA clients who used our services for the first time in 2008-09. More than 70% of Advices were provided to new contacts in 2008-09, up from 66% for the previous year. We view this increase as indicative of the ongoing success of our outreach activities, making otherwise uninformed Ontario employers aware of the services we can offer to assist with workplace safety and insurance issues. This remains a very important measure of our success.

On the representation side, 21.2% of our clients came to us for the first time in 2008-09, which is down from 39.5% last year. We believe that this trend will be reversed in the future, as a result of our ongoing outreach activities, which is driving the number of new Advice clients up.

In addition to the 'hands-on' education provided through our casework, the OEA strives to meet the needs of our broad customer base by providing WSIB-related information through a variety of access/delivery mechanisms:

- We continue to maintain current content and notices of presentations and other meetings on our www.employeradviser.ca website, and intend to extend that content as part of our new website.

- OEA e-bulletins continue to go out to our client base up to eight times per year, in an expanded newsletter format. We have taken advantage of the newsletter format to print the e-bulletins and distribute the hard copies at various trade and other informational shows, and they have been very well received. In addition we have continued with our just-in-time delivery of information and policy changes. Enhancement of our e-bulletins is scheduled for fiscal 2009-10, when they will adopt the look of the new website to present the newsletter in a more user-friendly and employer-focused format.

- Archives of our e-bulletins remain readily available on our website, with current e-bulletin content showcased as the most recent website updates. Employers using our site can sign up for e-bulletin subscriptions while visiting.

- We continue to disseminate our hard copy Employers Guide (also available on our website), primarily through the Ontario Business Connects locations and as personal handouts to employers by staff. Filled with information needed by employers about such things as who should register with WSIB, how to do so, what an employer's rights and responsibilities are under the WSIA, etc., it serves as a convenient ready reference for soon-to-be employers as well as those engaged in small to medium sized businesses. In 2008-09 we distributed more than 7,500 Employers Guides (7,240 English and 274 French) through the

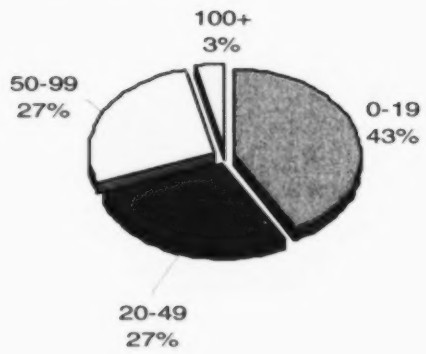
Service Ontario program and as handouts outside the program, an increase of 50% from last year.

- Fiscal 2009-10 will see the creation of a separate Guide targeting the Construction sector, as we refine our delivery of services to Ontario employers.

Part 3 OEA Clients

As noted previously, the OEA's mandate is to serve primarily those employers with fewer than 100 workers. The merit review undertaken before the OEA represents an employer includes determining their size. We only represent employers with more than 100 workers where the issues involved could set precedents, where highly complex medical/legal issues need to be addressed or where other extenuating circumstances are involved. As such, fewer than 3% of our representation clients have more than 100 employees. It is not administratively viable to screen clients who contact our Advice Centre and it is also generally accepted that permitting access to advice for all employers greatly improves the system for all. Thus when we look at the number of employers with 100+ employees who contacted the Advice Centre during the current reporting period, the number is slightly higher than last year at 14.2% (12.9% in 2007-08).

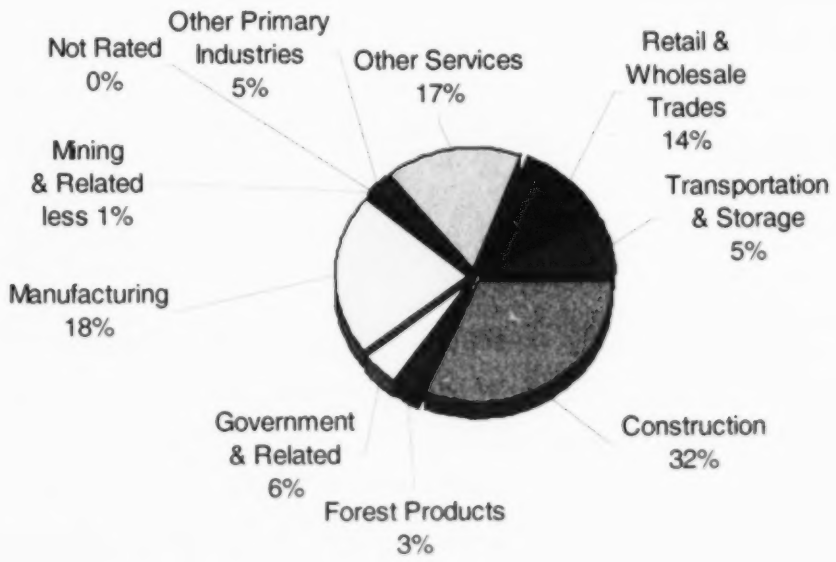
Figure 5
Breakdown of OEA Representation Clients
By Company Size
(number of employees)



The sectoral analysis below is based upon WSIB classifications. The breakdown is consistent with the prevalence of small to medium sized employers in the different industry sectors. The construction industry is our largest client group at 32%. This has remained constant from the last reporting period, reflecting the ongoing interest in the change in WSIB construction policies pending and implemented. Other sectors are little changed from last year, although the second and third ranked sectors are reversed from last year: "Manufacturing" and "Other Services" (tourism, hospitality, vehicle sales)," are second and third at 18% and 17% respectively, down a little from last year.

Figure 6

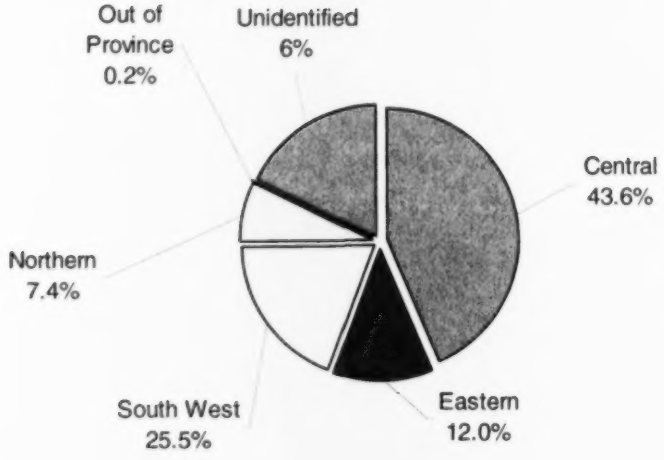
Breakdown of OEA Clients by WSIB Industry Sector



Information regarding the regional distribution of OEA clients is presented below. Our services would appear to reflect the population and business demographics of the province, with the Central area, which includes the Greater Toronto Area, requiring the bulk of our services. There is only minor variance in this distribution from last year, the most significant being the decline in the Northern region from 12.1% to 7.4%. Given the

overall decline in the economy in the North, this is entirely to be expected. Although Central region is up slightly from 41.9% to 43.6%; and the East is down to 12% from 14.9% last year, these are not significant from a service delivery point of view.

Figure 7
Breakdown of OEA Clients by Location
(Postal Code)



Value to our Client

The one historic and consistent criticism of our service that we see from the client surveys is that we are not better known, and we continue to tackle that issue head-on through the efforts of our Outreach Coordinator and the implementation of a formal Outreach program.

Activities during the current reporting period included:

- The continuation of our informational newspaper ad program. Ads were run across Ontario, in both English-language publications, and various other ethnic-specific newspapers. The version run in ethnic publications was both larger and more detailed, focussing on education of readers about WSIB obligations and the role of the OEA in providing 'free, expert and confidential' advice to assist employers.
- The ongoing supply of articles on workplace safety and insurance related topics to a number of employer franchise groups and other professional affiliations previously enrolled in this program, plus the addition of another couple of such groups this year.
- Our participation in more than a dozen conferences and trade shows. We continue to participate in IAPA tradeshows (9), as well as those run by the Employer Advocacy Council (EAC). We completed a series of presentations at 7 Home Hardware safety meetings and attended 5 'Bridges to Better Business' events to promote our services throughout the province. We are targeting participation in tradeshows focused on the agricultural and construction sectors for the next fiscal year.
- Fifteen major construction associations (by geographical region) were contacted and OEA services outlined. Many have now included links to the OEA website from theirs, under '*helpful web site links*'. We have booked staff presentations as a result of this contact. In addition, we have targeted safety groups as appropriate venues for us to discuss the obligations of construction employers to return their injured workers to work and presentations to these meeting are ongoing.
- Our concentration on the Agriculture sector has seen us attend the Farm Safety Association staff meeting to provide their field advisors with an overview of our services. We subsequently were invited to participate in their annual trade show and one of our Specialists has provided a presentation on returning injured workers to work.

- We have maintained our MPP contact program, sending letters to all constituency offices to ensure that we are 'front of mind' regarding potential referrals of employers having issues with WSIB.
- In total, more than 36 presentations on ESRTW, the new construction re-employment obligations and other WSIB topics were provided to various stakeholder and employer groups. More than 725 employer representatives attended.
- Distribution of more than 1800 of our Appeals bookmarks. These bookmarks outline the services available from the OEA with regard to the WSIB appeals process; they are primarily used by the WSIAT as an enclosure in their mailings to employers about their upcoming Appeal.
- Production of promotional materials and subsequent distribution to more than 1500 employers through our various outreach channels.

In addition, in 2008-09, the OEA 'savings' recorded for Ontario employers through our involvement on their files. i.e. if an employer was successful at an appeal and had a decision of original entitlement reversed; whether a classification ruling was overturned in an employer's favour, etc., amounted to close to $1.6 million. Last year we reported more than $1.5 million, also, so Ontario employers are receiving significant benefits from their involvement with the OEA. Note that these figures are straightforward totals of one-time savings from rebates or credits or charges not-incurred. They do not include any projection of future or ongoing savings based on these favourable outcomes, so the ongoing benefit and bottom-line impact to employers is far in excess of the numbers being reported.

We will continue to monitor our effectiveness with regard to our clients' out-of-pocket costs and savings.

Client Testimonials

We are pleased to provide the following excerpts from communications received from OEA clients, commenting on the services they received from our staff:

"Thank you for your leadership in this matter. .... I know that we could not have done it without you."

NW

Kingston, Ontario

"Thank you for your assistance with this. You saved me over $2,000!!"

JD

Sault Ste. Marie, Ontario

"I don't know what I would do without you guys."

CT

Scarborough, Ontario

"We had never dealt with this sort of [WSIB] matter before so our anxiety level was very high. [OEA staff member] had a calming effect on us but got to the point effectively. We certainly feel he is an asset to your office and a valued employee. We would certainly recommend this service to other people."

MG

Norwich, Ontario

"We greatly appreciate your expertise, professionalism and support you provide [to us]."

KL

Thunder Bay, Ontario

"I would like to thank you for your help in our appeal to the Appeals Resolution Officer. We are very satisfied with the result. We very much appreciated your professional advice. You were most helpful."

CM
Richmond Hill, Ontario

"[Staff member] was well prepared with documentation, timelines and schedules to effectively put forward our case. The arguments were solid, direct and to the point. Be it through experience or research, it is obvious that [he] knows his stuff. This is only the second letter of recognition I have sent since starting business 20 years ago."

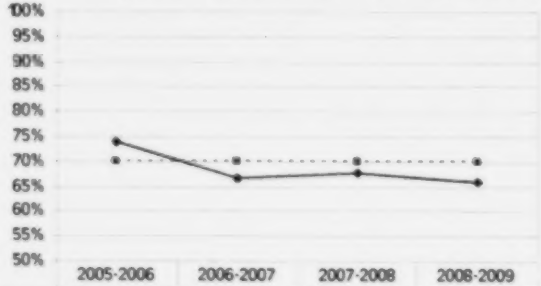
JS
London, Ontario

Appendix A: OEA Performance Measures 2008-2009

Key Activities: Advice and Representation Services — A1

Performance measure for 2008-2009: Percentage of disputes resolved without a hearing

Percentage of Disputes Resolved without a Hearing



	2005-2006	2006-2007	2007-2008	2008-2009
Disputes - No Hearing	74%	67%	68%	66%
Target	70%	70%	70%	70%

Agency Contribution

OEA staff employ alternate dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage.

In revenue matters where the dispute only involves two parties (i.e. the WSIB and the employer), every effort is made to resolve matters at the operating level. However, 95% of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level. This limits the target that can realistically be achieved.

What does the graph show?

While the OEA consistently contributes to the reduction of adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively, the measure is not directly controlled or controllable by the OEA. Ultimately, since most appeals are worker-driven and employers have the final decision on whether or not to settle prior to a hearing, this measure will fluctuate according to employer climate and issues in any given year.

2008-09 Commitments

The commitment for 2008-09 was 70% of disputes resolved without a hearing.

Long-term Target

See graph.

○ Proposed for Publication	○ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix A: OEA Performance Measures 2008-2009 (cont'd)

Key Activities: Advice and Representation Services — A2

Performance measure for 2008-2009: Percentage of clients served in year that used OEA services for the first time.

Agency Contribution

Client feedback consistently calls on the OEA to ensure that more employers are aware of our services. The OEA also strives to ensure that employers become more self-reliant through casework.

This measure helps to determine whether we are expanding our reach to those eligible employers who are paying for OEA services in their WSIB premiums, but who have not previously accessed our services.

What does the graph show?

While there is a slight decline in the percentage of new clients served during the 2008-09 reporting period, we are still above target.
As our services delivery model changes, we will be monitoring this measure very closely to see the impact our new web-site has.

2008-09 Commitments

The commitment for 2008-09 was 40% new clients served in year. This target was exceeded.

Long-term Target

See graph.

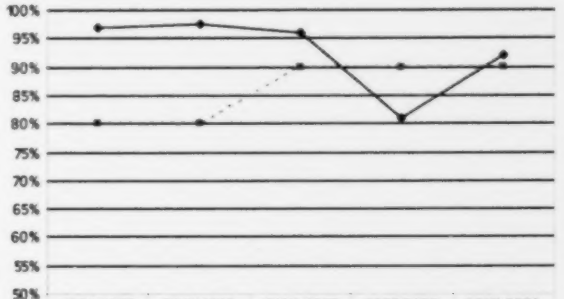
❍ Proposed for Publication	❍ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix A: OEA Performance Measures 2008-2009(cont'd)

Key Activities: Advice and Representation Services — A3

Performance measure for 2008-2009: A customer satisfaction rate of 90% or higher.

Percentage of Satisfied Clients



	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Satisfied Clients	97%	98%	96%	81%	92%
Target	80%	80%	90%	90%	90%

Agency Contribution

The primary complaint we hear is that employers were not aware of our services sooner, which reinforces our desire to increase outreach. In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures, including those for telephone services and for file review, client follow up, etc., to maximize the service experience of OEA clients. The OEA's case management system was designed to provide tools to OEA staff that help them monitor and meet these expectations.

What does the graph show?

OEA clients are very satisfied with the service they receive. The additional attention paid to differentiating case outcome from OEA involvement/assistance seems to have been successful.
Note that this graph shows the combined rate for both OEA business streams – Advice Centre and Employer Representation.

2008-09 Commitments

The client satisfaction rate was to be 90% or higher. This target was exceeded.

Long-term Target

See graph.

❍ Proposed for Publication	❍ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix B: OEA Financial Report 2008 –2009

All Figures in $000.0 thousand (except "% of Variance" column)

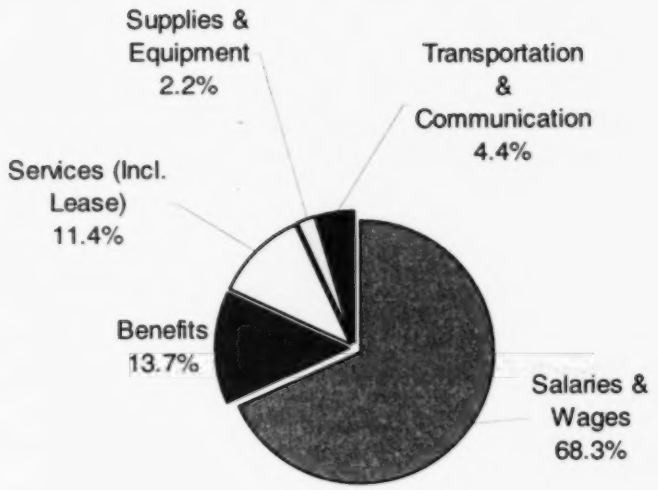
Account	Final Budget *	Total Actual Expenditures **	Variance	% Variance	Explanation
Salaries & Wages	2,503.7	2,030.6	473.1	18.9	*Unfilled vacancies, including Director*
Benefits	577.5	424.5	153.0	26.5	
Transp. & Comm.	130	136.0	(6.0)	-4.6	*New car leases assumed.*
Services (incl. Lease)	398.6	331.4	67.2	16.8	*Discretionary spending controlled; not full complement of FTEs*
Supplies & Equip.	103.9	73.2	30.7	29.5	*Discretionary spending controlled; not full complement of FTEs*
ODOE	632.5	540.6	91.9	14.5	
Transfer Payments	0.0	0.0	0.0		
Total	**3,713.7**	**2,995.7**	**718.0**	**19.3**	
Recoveries	**(3,712.7)**	**(2,995.7)**	**(717.0)**	**19.3**	*Expenditures fully recoverable from WSIB*
TOTAL	**1.0**	**0.0**	**1.0**	**100**	

- * Final Budget = Printed Estimates, +/- TBO and/or re-alignment of funds by standard account.

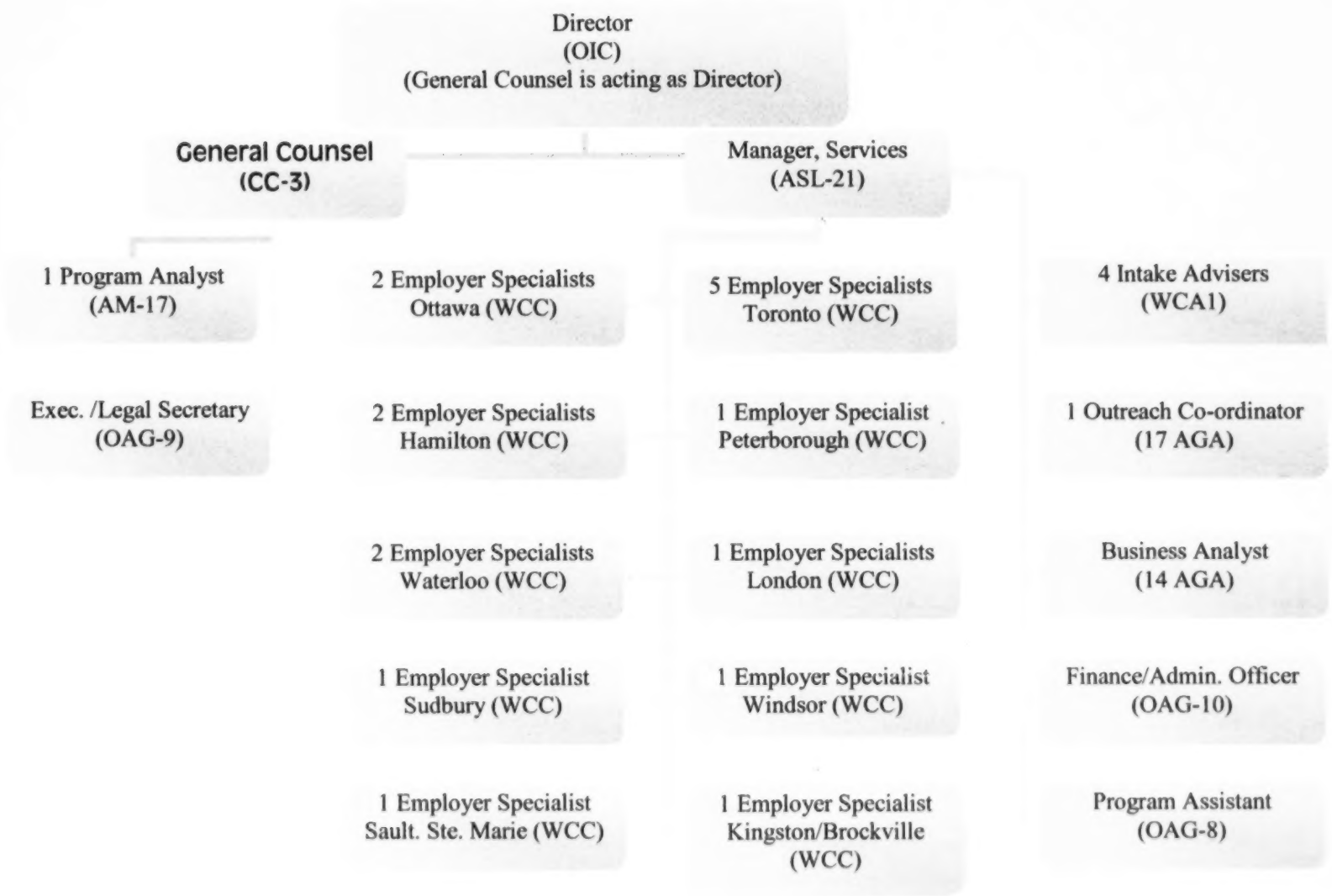
Revenues Generated From:	Forecast	Total Actual Revenue	Variance	% of Variance	Explanation
Not applicable					

- ** Total Actual Expenditures including lease cost.

Figure 8
2007-08 Budget Actuals



Appendix C: OEA Organization Chart



- An OIC appointment has not been made to the OEA and the General Counsel is currently acting as the Director.

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